

Concept of Strategy – Developing the Mind of a Strategist

Then...getting that all important
seat at the table!

Revised by: M. Larry Litwin, *APR, Fellow PRSA*

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Why Should the Boss Listen to You?

By James E. Lukaszewski

For
Organizational Public Relations Management
and Strategic Counseling

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Or...

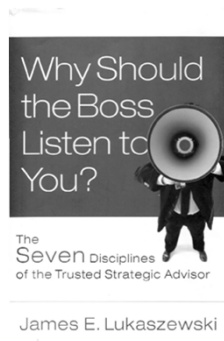
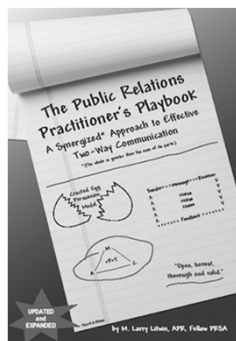
Why *We* Do What *We* Do

And

How To Do It Better!



Taken from...



You enter to learn

You leave to serve



I am here to:

HELP

...Hear, Educate, Learn and Prepare

[HELP – *Hear* what Prof. Litwin says so you can be *Educated* to *Learn*, which will *Prepare* you for your future. You’ve come to Rowan University to learn. You leave here to serve.]

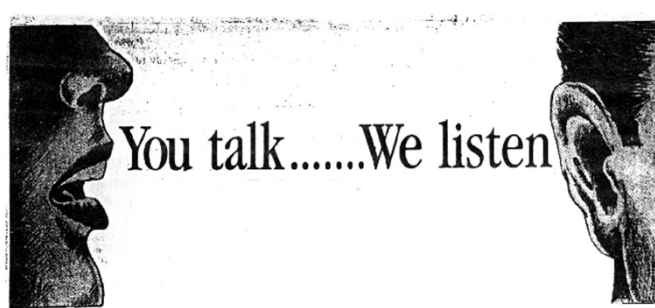


Riney Jordan...



PR Is...

- "This is who we are;
- What we think about ourselves;
- What we want to do; and
- Why we deserve your support."



Some Questions That Must Be Answered

1. How do I get to the table?



Some Questions That Must Be Answered

1. How do I get to the table?
2. How do I get better control of the boss?



Some Questions That Must Be Answered



1. How do I get to the table?
2. How do I get better control of the boss?
3. What are some of the questions I should be prepared to ask once I get there (and where is this table, anyway)? (Why do so many people want to be at the table?)

Maybe – Just Maybe –This is the Most Important Question Of All

4. Are you willing to accept that I am going to tell you (the “boss”) what you *need* to hear rather than what your *want* to hear?



That's how you become...

...the number ONE number TWO!!!



Consider...

- Questions
- Ideas (Take copious notes)
- Distractions



There are three types of people

- **Managers** – achieve goals



There are three types of people

- **Managers** – achieve goals
- **Teachers** – HELP
 - Hear (listen)
 - Educate
 - Love/Learn
 - Prepare



There are three types of people

- **Managers** – achieve goals
- **Teachers** – HELP
 - Hear (listen)
 - Educate
 - Love/Learn
 - Prepare
- **Leaders** – go over the horizon to see what's out there



Seven disciplines of a strategic advisor

1. Be trustworthy



Seven disciplines of a strategic advisor

1. Be trustworthy
2. Become a verbal visionary



Seven disciplines of a strategic advisor

1. Be trustworthy
2. Become a verbal visionary
3. Develop a management perspective



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1. Be trustworthy
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3. Develop a management perspective
4. Think strategically



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4. Think strategically
5. Be a window to tomorrow
6. Advise constructively



Seven disciplines of a strategic advisor

1. Be trustworthy
2. Become a verbal visionary
3. Develop a management perspective
4. Think strategically
5. Be a window to tomorrow
6. Advise constructively
7. Show the boss how to use your advice



Why Should the Boss? – Preface

- Having influence means being remembered
- The closer you get to the top, the fewer in number are these important people
- Ask yourself:
 - What will my boss learn or do better by listening to me?
 - What do I gain if the boss does listen to me?



Why Should the Boss? – Preface

- Test of your current level of influence in your organization
 - Do people hold up meetings, waiting for you to arrive?
 - Do people remember what you say?
 - Do people carry your words to others?
 - Do people learn from you and tell you – and then tell others?
 - Do people seek you out for your opinion or in hopes of you being their third party endorse to higher ups?



Why Should the Boss? – Preface

- Do you put yourself in your client's shoes – looking at the whole apple from their perspective?
- Strategic counselors are:
 - Systematic
 - Pragmatic
 - Sensible



Why Should the Boss? – Preface

- Do you know "How CEOs perceive staff members"?
- Do you know the skill sets needed to become a *trusted* strategic advisor?
 - Specifically
 - How leaders think and operate
 - How to think and operate in ways that meet the boss' expectations
 - How to achieve real impact



Why Should the Boss? – Preface

- Crucial questions
 - Why do I want to be heard by the boss?
 - Why should the boss listen to me about anything? What's in it for him/her?
 - What is not working now? Why?
 - There are clearly some risks if I do punch through and get heard by the boss. Am ready for those risks?



Why Should the Boss? – Preface

- Crucial questions
 - Am I ready to begin being brutally honest with myself?
 - Can I train myself to focus on what really matters?
 - How willing am I to change myself to have more influence?
 - ***Are you ready to change your life by learning how to change the lives of others?



Why Should the Boss? – Introduction

- Wear their hat – walk in their shoes
 - It should dominate how you think, how you speak, how you coach and how you contribute.



Why Should the Boss? – Introduction

- Professional Potholes
 - Organizations are divided by
 - Staff (help the operators do a better job – every day)
 - Operations (revenue generators who run the business)
- Strategic advisors bring extraordinary value – whose advice brings a major return on the “investment.”



Why Should the Boss? – Introduction

- Face-time fantasy – Don't be fooled
- Your (valuable) time with executives
 - Limited
 - Focused
 - Overwhelmingly in the operation's (organization's) interest



Why Should the Boss? – Introduction

- Becoming the *Trusted* strategic advisor
 1. Jettison staff-based assumptions.
 2. See the whole board.
 3. Tolerate constructive ambiguity, but strive for certainty.
 4. Maximize your prerogatives.
 5. Develop real expertise beyond your staff function.



Why Should the Boss? – Introduction

It Takes a Disciplined Approach



Why Should the Boss? – Introduction



1. Be trustworthy
2. Become a verbal visionary
3. Develop a management perspective
4. Think strategically
5. Be a window to tomorrow
6. Advise constructively
7. Show the boss how to use your advice

Why Should the Boss? – Introduction

- So...Are you Ready?
 - Do you have the personal discipline need?
 - Do you have the stomach for it?
 - Can you objectively conduct a SWOT analysis and tell the boss what he/she *needs* to hear?
 - Have you identified your personal expertise
 - Will you commit to mastering the seven disciplines
 - How do you answer the question, “Why should the boss listen to me?”



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

- Pressures Leaders are Under
 - All training for CEOs is on the job
 - Sarbanes-Oxley – *The ABCs* Page 528
 - Moving the company (in the right direction) little by little – every year
 - Incremental progress (definition of objective)
- Loneliness of Leadership
 1. Isolation
 2. Filtration and sanitizing
 3. More criticism (it gets personal)
 4. Too many “yes” people
- In, *steps* the Strategic Advisor



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

- What Leaders Do
 1. The best leaders MUST be visionaries
 2. Surround themselves with “people power”
 3. Make the tough decisions

Success depends on leader-driven (personal)
Communication.



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

Analysis of Top Management Activity

- Decision making.....5%
- Articulating the decision.....30%
- Coaching, teaching, motivating.30%
- Forecasting the next decisions.....5%
- Administration building.....6%
- Reputation repair.....4%
- Repeating, reemphasizing, reinterpreting decisions...20%
- **Listening ????? (to employees)**
- **Total = 100%**



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

Focus on Tomorrow

- **Leaders work in a future tense**
 - Leaders might be the one in the room who knows where organization is headed
 - It's about objectives
 - **Tomorrow** – No one owns it yet. It's an intellectual area where people come together and build their futures collaboratively.
- **Strategic Advisors must be in tune with the future. Otherwise, they are on a different wave length and are incompatible with the CEO.**



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

Handle daily Intrusions

1. Soft intrusions
2. Hard intrusions
3. Nagging problems
4. Career defining moments



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

Why Leaders Fail

- 1. Failure to deliver on what they promised when they got the job**
- 2. Excessive optimism**
- 3. People problems**
- 4. Distractions**
- 5. Stuck in the mud**



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

Expectations of a Leader

- Leaders must deliver on their bold promises:**
 - What the board expects
 - What the board faces
 - Clearly defining reality
 - Building effective teams
 - Staying focused
 - Figuring out what to do next



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

How Leaders Succeed

1. Focus
2. Limit the number of objectives to be achieved
3. Build support and create followers (Twitter???)
4. Fix what is broken
5. Finish what you start



Why Should the Boss? – Chapter 1 How Leaders Think and Operate

The Goal of the Strategic Advisor

- Be the best Number Two
- Best associate
- Best assistant
- Best helper
- Best encourager
- Best success driver possible



Why Should the Boss? – Chapter 1

How Leaders Think and Operate

Preoccupation of Strategic Advisors

- Study of leaders and leadership
 - Curiosity about who leaders are and what make them strong leaders
 - Where leaders come from
 - How they got to the top
- What are leaders trying to accomplish
- What motivates leaders?
- How do leaders think – about:
 - Issues
 - Topics
 - Circumstances



What Leaders Expect – Chapter 2

- Strategic advisors must have a management mind-set.
- Strategic advisors must have expertise in:
 - Business activities
 - Strategies
 - Processes of the organization (they are counseling)
- Strategic advisors are **relationship builders**.



What Leaders Expect – Chapter 2 The Boss' Perspective

- Understand the **Monkey Tree**
 - It's better to be at the very top – looking down than looking up (although you might be envious of those smiles!!!)



What Leaders Expect – Chapter 2 The Counselor's Prime Directive

- Listen
- Hear
- Seek out many voices
- Extract key insights that will move an organization into the future
- A genius of *leadership*
 - Acceptance and willingness to seek advice



What Leaders Expect – Chapter 2 The Counselor's Prime Directive

– Leaders:

- Sift
- Sort
- Distill
- Stratify
- Prioritize

That is how the move forward



What Leaders Expect – Chapter 2 The Strategist's Useful Advice

1. Practical
2. Pragmatic
3. Purposeful
4. Focused
5. Fair



What Leaders Expect – Chapter 2 How the Boss Measures Advice

Test *your* recommendations against these five questions:

1. Does it help the boss achieve objectives – thus achieve the goal(s)?
2. Does it help organization achieve objectives?
3. Is the project truly needed?
4. What aspect of the business will fail if *your* advice is not followed?
5. How does the recommendation save money or make money?



What Leaders Expect – Chapter 2 How the Boss Measures Advice

The Counselor's Commitment

Those who successfully serve others have a work attitude that says,

1. When I am here, working for you is number one.
2. I plan to be here a lot and, if necessary, available the rest of the time as well.
3. I am committed to extensive independent reading, discussion, issue sensitivity, and personal learning that is of value to those I coach and counsel.
4. I will take the initiative to help those I coach and counsel move in useful new directions and rely far more on foresight than hindsight.
5. I recognize that going even a small extra distance will be the difference between mundane and magnificent results. Extra effort, extra sensitivity, extra focus are what make the difference from the client's perspective.

Read these five commitments carefully. If becoming a trusted advisor is truly important to you, then you must be willing to commit to each and every one of them. This is because the CFO has already made them to get to where he or she is. You have to make them, too, if you want to operate on the inside.



What Leaders Expect – Chapter 2

What Bosses Expect from Strategic Advisors

1. Real-time advice
2. Candor
3. Coaching (at every meeting)
4. Consequences analysis – Insight
 - ✓ Decision clarifier
 - ✓ Translator
5. Knowledge of what is important
6. Early warning
7. What to do next



What Leaders Expect – Chapter 2

Talents Advisors Need

1. Initiative
2. Inspiration
3. Intuition (controlled)
4. Projection (Define luck)
 - ✓ Behavior
 - ✓ Goals
 - ✓ Aspirations
 - ✓ Chemistry
 - ✓ Relationship(s)
 - ✓ Loyalty = intentional, conscientious alignment of goals, interests and actions
5. Urgency



What Leaders Expect – Chapter 2

Do You Fit in the CEO Environment?

Some questions to ask yourself:

- Do I study leadership and the process of leadership?
- Do I care about these senior people?
- Do I have or can you develop a real interest and some expertise in the fields of interest of those you intend to advise?
- Do I care about what the CEO needs to have or get done?
- Can I manage or set aside my problems and issues long enough to deal with senior leaders' problems, goals and questions?
- Can I manage my own ego involvement in an environment where there are even bigger egos than mine?
- Can I make the counselor's commitment?



What Leaders Expect – Chapter 2

Do You Fit in the CEO Environment?

A key message:

Sometimes the boss will clearly spell out what he or she wants, but most often it will be *unspoken*, which means *you* will need to figure it out.



Achieving Maximum Impact – Chapter 3

- View the world from management perspective rather than staff.
- Does *my* strategic counselor really know what I do every day?
- You must gain the confidence of top leadership to be effective.
- You must
 - Understand and speak their language.
 - Avoid/overcome the typical staff shortcomings that annoy bosses.
 - Respect the bosses time.
 - Develop the discipline to structure your presentations.
 - Give useful feedback.
 - Meet other expectations.



Gain and Keep the Confidence of Senior People – Chapter 3

- Concern yourself with the problems and challenges at hand rather than the criticisms of the leaders.
- Avoid allowing staffers to assign blame for the current situation or speculation about the causes and sources of the existing environment.
- There should be no indictments of style, complaints about failure to adapt or adopt preventive or preemptive measures
- Generally assessing the leadership from the staff perspective.

Do NOT allow this to occur



Gain and Keep the Confidence of Senior People – Chapter 3

Do NOT allow this to occur

If you want to be listened to and have an impact, start where the boss believes *he* or *she* is. Focus – first and foremost – on establishing the relationship of trust and common direction with the boss.

Don't lose sight of who is paying you. The key phrase – common direction.



Patterns that Bother Bosses – Chapter 3

The problem with all of these behaviors is that they distract and irritate top executives, and erect barriers (noise) to their taking your advice or taking you seriously.



Patterns that Bother Bosses – Chapter 3

- Suggesting more ideas and concepts than can possibly be achieved or even considered.
- Engaging in time-wasting and nonspecific (purposeless) conversations.
- Offering information that is late or incomplete – with some key facts and data or interpretations apparently being purposely withheld.
- Offering information that is already known or that could be through up independently.
- Giving only partial input – apparently on the assumption that the boss knows more, or should know more, than he or she does.
- Being less than candid.
- Failing to end meetings on time.



Patterns that Bother Bosses – Chapter 3

The problem with all of these behaviors is that they distract and irritate top executives, and erect barriers (noise) to their taking your advice or taking you seriously.



Talk and Write to Time – Chapter 3

- The only face time that matters is the time the staff person spends giving useful advice to the leader.
- Leaders want key information so they can stay in or get ahead of the game.
- Talking to time means remembering that we say about 150 words per minute.
- **Look at the Three-Minute Drill (Playbook – Page 195)**



Give Useful Feedback – Chapter 3

- Leaders need clear, useful, relevant feedback every day and on a regular basis.
- CEOs and Leaders should not be receiving:
 - Sanitized
 - Organized
 - Homogenized
 - Inoffensive
 - Generalized

Information. This is unfair to them. YOU are the eyes and ears of organizational leadership.

You will often be:

- Interpreting
- Explaining
- Elaborating
- Forecasting (issues and actions)



Five Categories of Information Leaders Need – Chapter 3

- Data
- Perception analysis
- Gossip
- What to do next
- People assessments



What Your Leader Expects – Chapter 3 **Larry Bossidy – *Harvard Business Review***

1. Get involved
2. Generate ideas
3. Be willing to collaborate
4. Be willing to lead initiatives
5. Develop leaders as you develop
6. Stay current
7. Anticipate
8. Drive your own growth
9. Be a player for all seasons



Do You Have The Discipline – Chapter 3

- Where necessary, how will I fill management's blind spots and suggest ways to overcome management's limitations>
- How do I separate myself from my own predispositions, assumptions and antimanagement biases?
- What habits do I have that add positive energy to what management has to accomplish?
- How skilled am I at moving different *employee groups* to listen and act?
- What is my personal strategy for building management's expectation of strategic contributions from me?
- Can I manage my own ego involvement in the circumstances I encounter?

When we focus on management's needs, we maximize our potential impact on management. Leaders DO notice.



Be Trustworthy – Chapter 4

- Trust
 - Reliability
 - Confidence
 - Credibility
- Simply – Trust is:
 - The absence of fear
- Truth
 - Believability



Trust Matters – Chapter 4

- Trust
 - Increasingly crucial
 - Channels emotions and thinking
 - Managing the politics of relationships
- Features (CEO's) that benefit others
 - Competence
 - Expertise
 - Ability to convey critical information



Be Trustworthy – Chapter 4

The greatest challenge for the rising star is building the trust component of his/her relationship rather than gaining adequate knowledge.



Trust and Influence – Chapter 4

- Influence always attracts attention and focus of those further away from the centers of power.
- Influence and access attract the attention of those who don't have either.
- A trusted strategic advisor has to be able to manage the internal politics of access that inherently exists at senior levels. (And, there is always politics up there.)
- Trust and influence create the perception of loyalty.



Loyalty has Limits – Chapter 4

- Situational loyalty
 - Choice
- Pathological loyalty
 - Brown-nosing
- Less about blind loyalty and more about higher level of objectivity and perspective
- Trusted advisor is willing to take risks – based on that trust – including termination of the relationship (should it become required)
 - “Seek to learn before you speak” – Stephen Covey



Set Personal Loyalty Limits – Chapter 4

- Loyalty has its limits – Not all CEOs are honest
- What are the indicators that should cause you to question your loyalty or – at the least – raise questions of those to whom you provide advice?
- A key point:
 - Whenever you are sitting in a meeting or discussion and you know you couldn't tell your mother or your kids about it, or you feel you need an attorney, first try to shut down the conversation, but then you should probably leave and get a lawyer.



Trust-Appreciation Confusion – Chapter 4

- Face-time fantasy
 - Proximity to power is a false indicator of real value.
 - It's the actions leaders and managers take based on your advice that counts.



The Ingredients of Trust – Chapter 4

- Candor
- Credibility
- Competence
- Integrity
- Loyalty



Establishing Trust – Chapter 4

- Establishing and maintaining trust is a process – carried out with directness and simplicity.
- Trust is the result of taking the following steps:
 - Sensible
 - Simple
 - Constructive
 - Practical



Six Elements in Establishing and maintaining Trust – Chapter 4

1. Provide advance information – a “heads up” whenever possible
2. Seek the leader’s input
3. Listen carefully
4. Change your approach based on what you hear
5. Stay engaged
6. Engage others



Busting Trust – Chapter 4

- A bond of trust – once established – makes reestablishing a relationship easier, but the bond itself is fragile.
- Trust is the absence of fear
 - Fear is what fills the vacuum when trust is questioned, damaged or destroyed



Trust Busters – Most Frequent and Most Easily Avoidable – Chapter 4

1. Arrogance
2. Broken promises
3. Chest beating
4. Creating fear
5. Deception
6. Denial
7. Disparagement
8. Disrespect
9. Holding back
10. Minimizing danger or the significance of events



Trust and Influence – Chapter 4

Maintaining trust requires constant analysis of the relationship to identify and eliminate negative behaviors, confusion, negative attitudes and unexpected outcomes.



Questions to Consider – Chapter 4

- Do I put the interests of those I advise first?
- Are my values clear, both to myself and to those I advise? (Do you [I] live by them?)
- Do I have the competence I advertise?
- Am I always on the boss' team?
- Do I recognize, understand and care about the boss' goals and aspirations?
- How prepared am I to take the actions necessary to repair the damage once trust is broken?
- How often does my boss take action on my advice?



Questions to Consider (Cont.)– Chapter 4

- How many of the 10 trust busters have I witnessed, committed or condoned (and how often)? Can I think of other behaviors and attitudes to add to this list?
- What are some ways I can implement the six elements of establishing and maintaining trust in my professional relationships?
- Am I prepared to stand up when improper, unethical or potentially dangerous decisions are being considered or implemented?
- Have I thought through carefully the limits I place on my loyalty to those I advise? Have I put these limits in writing so that I can explain them and share them with others?



Become A Verbal Visionary – Chapter 5

Jack Welch's essential goals:

- Elimination of a vast midlevel bureaucracy that enveloped anyone with career potential and chained his or her life to notebooks under the command and control of various midlevel managers, human resource staffers and others.
- Maintain a verbal vision and approach
 - Visits to “the Pit.”
 - Face-to-face
 - Voice-to-voice
 - Person-to-person



Become A Verbal Visionary – Chapter 5

More from Jack Welch:

- Get his managers to talk more about businesses, challenges, issues and approaches
 - Explain yourself
 - Debate
 - Discuss
 - Decide



Advice on the Spot – Chapter 5

- Adviser is expected to give *useful* advice instantly
- Attend meetings
- Listen
- Ask questions
- Absorb the information
- Then – leave to prepare a presentation, response or outline of a plan (Three-minute Drill) for later discussion with the boss.



Advice on the Spot – Chapter 5

- Write less – make what is said more important
- Make it
 - Sayable
 - Hearable
 - Brief
- Refined, concentrated ideas and information, delivered directly and concisely, are what power up the relationship between CEO and strategic advisor.



The Advisor's Verbal Toolbox – Chapter 5

Six powerful verbal tools:

1. Facts
2. Stories
3. Questions
4. Comparisons
5. Recommendations and options
6. Constructive confrontation



Be Ready to Rumble – Ready to Roar – Chapter 5

Staff advisors, too often, tend to be:

- Peacemakers
- Consensus builders
- Direction seekers
- Momentum generators



Assess Your Verbal Skill – Chapter 5

- Have yourself evaluated
- Look for speech patterns and vocal habits that spread confusing or get in the way of solutions, understandings or the truth (“noise”)
- Record meetings and presentations – assess/critique
- Discern the difference between what you say and you’re your audience hears – Your goal is to achieve *clarity*.



Get Coaching – Chapter 5

- Excellent coaches are out there
- Coach yourself
- Organize your own personal “board of advisors” who will tell YOU what you need to hear, not what you want to hear



Being a Visionary – Chapter 5

The greatest responsibility of leadership is identifying the vision or destinations toward which the organization is moving – it's part of the genius all leaders must have.

The trusted advisor is a crucial partner in that visualization of an organization's destiny.



Being a Visionary – Chapter 5

- **Visionary** – an optimistic individual who can get others to focus on the future or on some meaningful, useful, positive goals, which those others willingly contribute to achieving.
- **Verbal Visionary Advisor** – A strategist is able to:
 - Analyze effectively
 - Forecast pragmatically
 - Focus realistically on issues and problems,
 - Candidly interpret events and ideas and their impact,
 - Generate ethically and morally appropriate options for
 - Decision making
 - Action
 - Progress



Nonvisionaries – Chapter 5

- Follow rigid rules
- Emotionally attached to personal concepts and ideas
- Have little tolerance for anything outside the patterns of their own beliefs



Verbal Visionaries Understand What people Value – Chapter 5

- Values – Protected personal beliefs
- Almost impossible to change because they serve as powerful entitlement mechanisms



A Verbal Visionary is a Trustworthy Person – Chapter 5

- You trust someone because you feel safe around him or her.
- A trustworthy person's attributes:
 - Candor
 - Credibility
 - believability
 - Competence
 - Integrity



What Does a Verbal Visionary Do? – Chapter 5

- A verbal visionary is a *counselor*: A counselor is a truth coach – someone who avoids the trap of believing in narrow truths that satisfy no one. If truth seems difficult to find, the counselor helps build bridges to *that* truth – the whole truth.
- Truth requires understanding and interpretation.
- Truth requires recognition of the viewer's point of reference.
- Truth requires recognition of the viewer's point of reference.
- A verbal visionary is usually (very) candid.
- Candor is truth told with an attitude.



What Does a Verbal Visionary Do? – Chapter 5

Verbal Visionaries are:

- Pragmatist
 - Gets the gettable
 - Knows the knowable
 - Does the doable
 - Achieves the achievable
 - Truth seeker
- Candid truth teller
- Story teller
- Inspiration and motivator to others



What Does a Verbal Visionary Do? – Chapter 5

- Be a Storyteller
- Be Memorable
- Be Inspirational
- Be Thoughtful
- Be Ethical
- Be a Coach and Mentor
- Be Virtuous



How Do You Become a Verbal Visionary? – Chapter 5

You strive to understand *yourself*:

- What do you believe?
- Who are you?
- What are your personal limitations?
- What are your aspirations?
- What are your principals?
- What is your daily goal or reason for doing what you do?
- What do you see as your destiny? (What do you want people to remember about you (in 100 words or less)?



How Do You Become a Verbal Visionary? – Chapter 5

You strive to understand those who rely on *you*:

- What do they believe?
- What motivates them?
- How can you help them achieve their objectives?
- What about their beliefs and ideas is obviously true?
- What is obviously untrue? (Silly, naïve or stupid?)
- Where or how can you make the most important contribution for those individuals – from their perspective?



Conduct a *Contrast Analysis* – Chapter 5

- Contrast *your* beliefs directly with *their* beliefs
- *Contrast Analysis – Conflict Analysis –Force Field Analysis*
 - See Chapter 15 in *The Public Relations Practitioner's Playbook*. Draw a vertical line down the center of a sheet of paper. Write *your* beliefs and aspirations on the left side and the boss' aspirations and expectations on the right.
 - *Do they match?*
 - *How different are they?*
 - Contrast/Conflict Analysis is simple
 - Extremely efficient
 - Effective talking, teaching and personal learning tool



How Will You Know if You Have Become a Verbal Visionary? – Chapter 5

- Do I act and speak in other people's best interests all the time?
- Am I a mentor? Can I be outcome focused?
- Am I quoted by those I respect and those who seek my help?
- Do people take action based on what I say? Do people talk about me as people a person of vision – as an extraordinarily positive, helpful person?
- Do I feel like a verbal vision? Can I tell when I'm actually moving people to action and helping them find the emotional energy to benefit themselves?
- Can I describe my own sense of destiny, my principles, my beliefs, my limits my virtues?
- Can I systematically go after the truth first? Am I a pragmatist?



This is a strategic approach. It leads to productive, focused planning. Use it and you will get to help managers at every level in their strategic decision making.

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Questions

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